

## CBHE Members

Lynn Ewing, Jr., Chair  
Nevada

Marie Carmichael, Vice Chair  
Springfield

John Bass, Secretary  
St. Louis

Mary Findley  
Poplar Bluff

Dudley Grove  
St. Louis

Ray Henry  
Hillsboro

Sandra Kauffman  
Kansas City

James Summers, Jr.  
St. Joseph

Mary Joan Wood  
Cairo

Kala M. Stroup  
Commissioner of Higher Education

## *in this issue*

DREAM Conference  
2

New strategic plan for  
Missouri higher education  
4

Midwest Student  
Exchange Program  
4

K-16 Task Force on  
Achievement Gap Elimination  
5

Proposed legislation  
6

Eisenhower professional  
development projects  
7

Truman State's Phi  
Beta Kappa Chapter  
8

New COTA committees  
9

Missouri Department of Higher Education

3515 Amazonas Drive  
Jefferson City, MO 65109  
(573) 751-2361 • www.cbhe.state.mo.us

## Coordinating Board remembers Lynn Ewing, Jr.

Coordinating Board for Higher Education chair Lynn M. Ewing, Jr. died Feb. 17 at his home in Nevada.

Ewing was appointed to the board by Gov. Mel Carnahan in 1997 and served as chair since June 2000.

"Lynn's legal experience and logical approach to higher education issues were an asset to the board, and he was an important advisor to me," said Dr. Kala M. Stroup, commissioner of higher education. "We are indebted to him for his leadership and contributions to the advancement of Missouri higher education."

During Ewing's tenure on the board, Missouri higher education grew stronger. The board's institutional mission review and enhancement process prompted Missouri's public colleges and universities to develop distinctive missions.

In addition, the State Plan for Postsecondary Technical Education was implemented to improve access to technical education and Linn State Technical College became the state's only technical college and obtained accreditation as a postsecondary institution.

Ewing had a continual interest in the improvement of student transfer. During his term, the board revised its credit transfer policy and dual credit guidelines to ensure higher quality and a student focus.

Ewing also was concerned about the accessibility of higher education. During his tenure, the board fostered



Ewing

collaboration among institutions to improve the quality and cost-effectiveness of Missouri higher education and to provide educational opportunities to regions that had been underserved.

The Nevada TeleCenter was a source of pride for Ewing. Through the TeleCenter, the Nevada Area Economic Development Commission, the Nevada R-V School District, Cottey College, Crowder College, Missouri Southern State College, Southwest Missouri State University, the University of Missouri-Kansas City and the University of Missouri Outreach and Extension Program provide credit and non-credit educational programs as well as specific training to meet the needs of area

# Educators discuss transitions for high school, college students

**M**ore than 650 leaders from elementary and secondary and higher education discussed the transition of students from high school to college and their transfer among colleges and universities during Missouri's annual Conference on Transfer and Articulation, held Feb. 7-8 in Osage Beach.

This year's conference, "Designing Real Educational Alliances in Missouri," emphasized that Missouri's elementary and secondary schools and colleges and universities can operate as a single system to provide students high-quality educational experiences. Participants discussed aligning advising, assessment and curricular practices between educational sectors and institutions.

Dr. D. Kent King, Missouri commissioner of education, opened the conference with his vision of collaboration between elementary and secondary and higher education for the benefit of students.

King focused on five key issues: quality teachers, A+ schools, K-16 curriculum alignment, dual enrollment and achievement gaps between different groups of students.

"We must address these areas to build a better Missouri for all of us," said King.

He is particularly concerned with quality teacher education programs.

"Teacher education is the lifeblood of education," said King. "If teachers are not prepared, students won't be



Dr. D. Kent King, Missouri commissioner of education, opens the DREAM Conference with his vision of collaboration between elementary and secondary and higher education.

prepared. Therefore, it is crucial that teachers are as well prepared as they can be."

Dr. Peter Ewell, senior associate at the National Center for Higher Education Management Systems, addressed the conference during the second plenary session.

Ewell, who has a wealth of experience developing assessment strategies, recognized Missouri's efforts to incorporate competencies

into assessments of student performance.

"You've made a lot of good progress in creating a seamless partnership for education," he said.

"But to make the system credible, you will have to take additional steps to ensure the integrity of student learning as students move among institutions."

According to Ewell, changes in undergraduate education, such as students commonly attending more than one institution and the growing role of students as consumers, have increased the demand for assessment to ensure quality.

He compared three approaches to assessment:

- using assessment-based credentials,
- aligning locally developed standards and
- auditing local assessment practices.

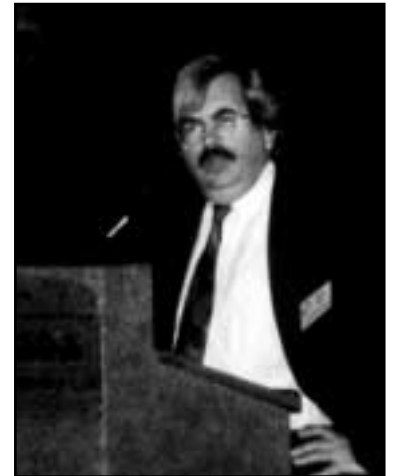
Collectively, the approaches can be used to assess the performance of the entire educational system as well as individual student achievement.

Conference breakout sessions provided participants with the opportunity to discuss current practices; evaluate state policies on teacher preparation, advanced college credit and general education; identify best practices and suggest new initiatives.

In one breakout session, participants shared their experiences using the new General Education Reporting Matrix and evaluated the challenges of general education reporting responsibilities.

In another session, high school counselors and college admission advisors discussed policies on advising students about advanced college credit opportunities, such as Advanced Placement and dual credit.

Representatives from East Central College and the University of Missouri-Rolla described the details of their



Dr. Peter Ewell, senior associate at the National Center for Higher Education Management Systems, compares three assessment approaches during the second plenary session of the DREAM Conference.

credit transfer partnership in a session on best practices. The community college and four-year institution formed a dual admissions agreement to collaborate in admissions, financial aid, advising, alternate delivery of education and marketing.

Other sessions divided participants among their discipline groups to discuss the alignment of general education programs with state policy and the impact of a 42-hour block of general education credit on the design of majors.

The annual conference draws educational leaders from elementary and secondary schools, area vocational technical schools, two- and four-year public and independent colleges and universities, technical and professional schools, career centers and educational organizations.

This year's conference was co-sponsored by the Independent Colleges and Universities of Missouri, the Missouri Association of Private Career Schools, the Missouri Community College Association's Presidents/Chancellors' Council, the Missouri



Representatives from East Central College and the University of Missouri-Rolla describe the details of their credit transfer partnership in a session on best practices during the DREAM Conference. Pictured left to right: Bob Mitchell, dean of engineering, UMR; Jean McCann, acting dean of instruction, ECC and Dr. Karen Herzog, president, ECC. Not pictured: Dr. Gary Thomas, chancellor, UMR and Martina Hahn, director of admissions and financial aid, UMR.

Coordinating Board for Higher Education, the Missouri Council on Public Higher Education, the Missouri State Board of Education, PeopleSoft USA, Inc. and the University of Missouri. 🐾

**Special thanks to the CBHE Committee on Transfer and Articulation, the Dream Conference Planning Committee and all conference co-sponsors and presenters for an outstanding conference!**

# Coordinating Board reviews new strategic plan

The Coordinating Board for Higher Education reviewed an initial draft of The Coordinated Plan for Missouri Higher Education during its Feb. 8 meeting, held in conjunction with the 2001 Conference on Transfer and Articulation.

The Coordinated Plan sets the priorities for Missouri higher education for the next several years. The new strategic plan was developed under the state's strategic planning guidelines and incorporates the recommendations of several recent collaborative educational policy groups. The Missouri Department of Higher Education's mission "to foster a thriving system of higher education" serves as the foundation of the plan, while student success, institutional strength and service to the public are its main priorities.

The draft will be modified based on feedback from college and university leaders before it is submitted to the Coordinating Board for approval and presented to the governor.

Also during its February meeting, the board approved Hillyard Technical Center to participate in the state student financial assistance programs, including the Charles Gallagher Student Financial Assistance Program, the Missouri Higher Education Academic "Bright Flight"

Scholarship Program, the Marguerite Ross Barnett Memorial Scholarship Program, the Advantage Missouri Program and the Missouri College Guarantee Program. Hillyard students will be considered for awards beginning with the 2001-02 academic year.

In addition, the board clarified policies on college and university off-campus and out-of-district instructional sites to reaffirm the state's commitment to avoid the unnecessary duplication of courses and programs. To be responsible stewards of public funds, colleges and universities must establish courses and programs within the parameters of state law, collaborate with regional consortia and explore cooperative ventures with other local colleges and universities.

In other business, board members examined Governor Holden's FY 2002 budget recommendations for Missouri higher education, reviewed statistics on the Midwest Student Exchange Program and received reports on the Missouri K-16 Coalition's Task Force on Achievement Gap Elimination, the Teacher Education Articulation Advisory Committee, the General Education Implementation Committee and the distribution of funds through the Eisenhower Professional Development Program. 🍏

**The Missouri Department of Higher Education's mission "to foster a thriving system of higher education" serves as the foundation of the plan, while student success, institutional strength and service to the public are its main priorities.**

## Midwest Student Exchange Program grows

The Midwest Student Exchange Program, an initiative that provides opportunities for out-of-state students to enroll in participating institutions in Kansas, Michigan, Minnesota, Missouri and Nebraska at reduced tuition rates, continues to grow.

According to a report presented to the Missouri Coordinating Board for Higher Education in February, 25 public and 13 independent colleges and universities in Missouri currently participate in the MSEP. Missouri residents have saved approximately \$3.3 million through the program since it began in the fall of 1994, and the

MSEP attracts highly qualified out-of-state students to Missouri. In the fall of 2000, 207 Missouri students were enrolled in other MSEP states, while 1,563 out-of-state MSEP students were enrolled in Missouri.

Students enrolled in the MSEP receive a reduced tuition rate of 150 percent of the in-state tuition at public colleges and universities and at least 10 percent at independent colleges and universities.

The program enables states to share existing resources while increasing educational access for students. 🍏

# Missouri K-16 Coalition task force to study achievement gaps

The Missouri K-16 Coalition's newly appointed task force on eliminating the achievement gaps among high school students held its first meeting on Feb. 7.

The Task Force on Achievement Gap Elimination is charged with developing recommendations to improve student achievement by enhancing and sustaining a quality teaching workforce.

The task force will consider:

- recruitment and retention of effective teachers,
- effective teachers' impact on student performance,
- effective leadership in building quality schools,
- teacher and principal professional development,
- alternative teacher certification,
- incentives for practicing and returning teachers and
- measures of success to ensure accountability.

During the meeting, Dr. Paula Short, associate vice president for academic affairs at the University of Missouri and Missouri K-16 Coalition coordinator, provided background on the coalition's purpose and past work and the task force's charge.

Dr. John Wittstruck, deputy commissioner of higher education, and Dr. Celeste Ferguson, assistant commissioner for urban and teacher education at the Missouri Department of Elementary and Secondary



Dr. Charles McClain, former Missouri commissioner of higher education, (left) and Jim Anderson, executive director of the Springfield Chamber of Commerce, begin their work to eliminate achievement gaps among high school students during the K-16 Task Force's first meeting.

Education, presented current data related to the task force's charge. Task force members discussed the need for additional data and information on the relationship between teaching and research and agreed to issue a Request for Information to Missouri's academic community.

Dr. Charles McClain, former Missouri commissioner of higher education, chairs the task force, and its members represent Missouri business, government and education.

The task force will release its report in February 2002. 🍷

## *K-16 Task Force on Achievement Gap Elimination*

**Charles J. McClain, Chair**  
Former Missouri Commissioner  
of Higher Education

**Jim Anderson**  
Executive Director  
Springfield Chamber of Commerce

**Marie Carmichael**  
Vice Chair  
Coordinating Board for Higher Education

**Emanuel Cleaver, II (Invited)**  
Former Mayor of Kansas City

**Rita Days**  
Former Missouri State Representative

**Ann Dombrowski**  
Secretary/Treasurer  
Missouri Dry Dock and Repair Co., Inc.  
and Missouri Barge Line

**Janice Ellis**  
President  
Partnership for Children

**Gilbert Guerrero**  
Assistant Director  
Guadalupe Center

**Malaika Horne**  
Member  
University of Missouri Board of Curators

**James Knight, MD**

**Gordon Lamb**  
Former Interim Chancellor  
University of Missouri-Kansas City

**Wilma Maddox**  
Business Manager  
Vision Care Associates, L.L.C.

**Emmy McClelland**  
Assistant Director of Legislative Affairs  
Office of the Governor

**Betty Preston**  
Member  
State Board of Education

**Landon Rowland**  
Chairman, President and CEO  
Stillwell Financial Inc.

**Gary Stangler**  
Former Director  
Missouri Department of Social Services

**Russell Thompson**  
President  
State Board of Education


**Eugene R. Wilson**  
Senior Vice President  
Kauffman Foundation



# Proposed legislation would impact Missouri higher education

The first regular session of the 91st Missouri General Assembly convened on Jan. 3. Some of the proposed legislation that would affect Missouri higher education includes:

- Senate Bill 19/House Bill 237, which would revise the current language in the Sunshine Law;
- Senate Bill 295/House Bill 309, which would allow community colleges to use state funds designated for maintenance and repair of facilities and grounds for surface parking areas;
- Senate Bill 389, which would create a pension contribution plan for state college and university teaching personnel;
- Senate Bill 456/House Bill 424, which would prohibit a higher education institution from disclosing to the parent or guardian of a student any information about the student's violations of law or school policy if the student is at least 18 years of age and financially independent;
- Senate Bill 510/Senate Bill 512, which would allow charter school sponsors to apply for sponsorship funding through a grant-based funding program administered by the Coordinating Board for Higher Education;
- House Bill 14, which would appropriate funds received from the tobacco litigation master settlement agreement for various purposes, including health sciences research, through the Healthy Families Trust Fund;
- House Committee Substitute for House Bill 26, which would establish a loan repayment program for full-time teachers in an unaccredited or provisionally accredited school district;
- House Bill 192, which would penalize certain professional license holders (e.g., insurance agents and attorneys) who default on certain student loans;
- House Bill 218, which would 1) designate February as Missouri Lifelong Learning Month, 2) make technical changes to statutes related to governing boards, 3) delete language prohibiting the University of Missouri from collecting tuition and 4) require the University of Missouri to fund research projects on spinal cord injuries and congenital or acquired disease processes and
- House Bill 769, which would protect the privacy of depositors in the Missouri Saving for Tuition Program.

Information on all proposed legislation is available under Bill Tracking Information on the Missouri General Assembly's web site at [www.moga.state.mo.us](http://www.moga.state.mo.us). 

**Congratulations to Missouri Southern State College - recipient of a Certificate of Excellence for its meritorious faculty development program, Bringing the World to the Midwest: The International Mission at Missouri Southern State College, which is part of the Coordinating Board's mission enhancement initiative. The honor was given by TIAA-CREF, creator of the Hesburgh Award, for faculty development programs that enhance undergraduate teaching and learning.**

# \$1.17 million awarded to 22 teacher professional development projects in Missouri

**T**he Missouri Coordinating Board for Higher Education awarded nearly \$1.17 million to 22 projects that will provide intensive professional development for K-12 teachers in mathematics and science.

The grants were awarded through the federal Eisenhower Professional Development Program, a U.S. Department of Education program that provides funding for high-quality pre-service and in-service professional development for K-12 mathematics and science teachers.

“Mathematics and science are important to students who attend college as well as to those who enter the high-tech workforce of the 21st century,” said Dr. Kala M. Stroup, commissioner of higher education. “Funding these professional development projects will help ensure our students are prepared for college and beyond.”

The goal of the Coordinating Board’s competitive grant

program is to promote partnerships between higher education and K-12 schools that will encourage improvement in the quality of elementary and secondary education. Public and independent two- and four-year colleges and universities that are accredited or eligible for accreditation as well as qualified nonprofit organizations are eligible to submit proposals.

Thirty-two proposals asking for a total of more than \$1.77 million were submitted in this grant cycle. A 16-member panel of professionals from elementary, secondary and higher education with specialization in mathematics, science and technology reviewed the proposals.

The Coordinating Board administers 16 percent of Missouri’s allocated funds through the competitive grant program, while the Missouri Department of Elementary and Secondary Education administers the remaining 84 percent. 🍏

## *Cycle XVIII Eisenhower Professional Development Program Grant Recipients*

**Dr. Pamela Ashmore and Mr. Timothy Baumann**

Archaeology in the Classroom  
University of Missouri-St. Louis  
\$70,216

**Dr. Lloyd H. Barrow**

Motion Magnets and Matter in Mid-Missouri Project  
University of Missouri-Columbia  
\$30,935

**Dr. Susan Catapano and Dr. Allison Hoewisch**

B.L.A.S.T. OFF! PROJECT  
(Bringing Language, Arithmetic and Science Together)  
University of Missouri-St. Louis  
\$72,254

**Ms. Kitty Collins**

Teachers Investigating Science Resources II  
Public Television 19, Inc. (KCPT)  
\$57,052

**Dr. Bob Coulter and Dr. Melida Gutierrez**

Mapping Natural Disasters to Learn Earth Science  
Missouri Botanical Garden  
\$34,672

**Ms. Winifred Deavens and Mr. Ahmed Shariff**

Intensifying Mathematics Performance  
Through Technology-Infused Instruction  
Harris-Stowe State College  
\$47,992

**Dr. Miriam Golomb and Dr. Pamela Close**

DNA, Development and Disease  
University of Missouri-Columbia  
\$45,538

**Dr. Janice Grow-Maienza and Dr. Sam Minner**

Engagement of Teachers in Curriculum Development:  
A Professional Development Strategy for  
Improving the Conceptualization of Fundamental  
Mathematics Content Strands  
Truman State University  
\$80,968

**Dr. Robert Hegarty and Ms. Jessica Thompson**

Constructing an Understanding of Physics  
Rockhurst University  
\$41,206

See **PROFESSIONAL DEVELOPMENT**, page 8

## PROFESSIONAL DEVELOPMENT, from page 7

**Dr. Kurt Killion and Dr. Clyde Paul**

Integrating Technology in Elementary/Middle  
School Mathematics  
Southwest Missouri State University  
\$48,575

**Dr. Kandiah Manivannan and Dr. Bryan E. Breyfogle**

Technology Infusion into Science Through Physics Modeling  
Southwest Missouri State University  
\$41,694

**Ms. Victoria L. May and Dr. Karen Wooley**

Hands-On Science K-8: Matter and Energy  
Washington University  
\$21,048

**Dr. Kimberley McHale and Dr. Suzanne Tourville**

Integrating Technology in the Teaching and  
Learning of Elementary School Mathematics  
Columbia College  
\$26,307

**Dr. Lynda Plymate and Dr. Richard Martin**

Interactive Algebra Through CAS Technology  
Southwest Missouri State University  
\$51,813

**Dr. Lloyd I. Richardson, Mr. Stephen Zenk and  
Dr. Richard J. Friedlander**

Professional Development in the Classroom  
University of Missouri-St. Louis  
\$74,755

**Mr. Terry Rinehart**

National Teacher Training Institute  
for Math, Science and Technology – SE Missouri  
Public Television 19, Inc. (KCPT)  
\$71,172

**Dr. V.A. Samaranayake and Dr. Evalee Lasater**

Making Sense of Data: Activity-Based  
Quantitative Literacy Workshops  
University of Missouri-Rolla  
\$62,874

**Dr. Nancy Sanders and Dr. Donna Rhinesmith**

Integrating Biology Content, Pedagogy and Technology  
Through a Team-Building Summer Workshop  
Truman State University  
\$49,968

**Dr. Somnath Sarkar and Dr. Chris Belcher**

Marketplace Chemistry: Addressing MAP  
via Inquiry-Based Instructional Design  
Central Missouri State University  
\$35,051

**Mrs. Khaki Westerfield and Dr. Becky Litherland**

Show-Me Science Academy 2001  
University of Missouri-Columbia  
\$76,216

**Dr. Henry W. White and Ms. Rebecca Ann Mettlin**

Secondary Science Teacher Laboratory  
Institute 2001 and Symposium  
University of Missouri-Columbia  
\$70,000

**Dr. Joy Whitenack**

Teachers Working With Teachers:  
Innovations in K-5 Mathematics  
University of Missouri-Columbia  
\$57,143

### Truman State granted Phi Beta Kappa charter

**T**he Truman State University chapter of Phi Beta Kappa received its national charter and installed officers in January. Truman is the fourth campus in the state to receive a Phi Beta Kappa charter, joining the University of Missouri-Columbia, Washington University and Saint Louis University. Pictured left to right: former Truman president and commissioner of higher education Dr. Charles J. McClain; Truman president Dr. Jack Magruder; Dr. Kala M. Stroup, commissioner of Missouri higher education; Burton M. Wheeler, national Phi Beta Kappa senator and Dr. Stephen Pollard, president of the Truman chapter. Congratulations! 🍷





## New committees to address teacher preparation, general education credit transfer

The CBHE Committee on Transfer and Articulation recently appointed two committees to advise it on issues related to teacher education and general education credit for transfer students.

The Teacher Education Articulation Advisory Committee – co-chaired by Joyce Lindstrom, St. Charles County Community College; Katharine Rasch, Maryville University of Saint Louis and Barbara K. Townsend, University of Missouri-Columbia – is studying the impact of teacher preparation programs on students who transfer and determining whether new policies are warranted. TEAAC also will explore the alignment of teacher education programs with the state's new guidelines for general education.

During its February meeting, TEAAC met with representatives from the State Teacher Education Advisory

Planning Committee and college and university transfer officers. TEAAC is collecting data on existing transfer agreements, student perspectives and post-baccalaureate education. Committee members will analyze all data submitted during their March meeting, and a report of their findings will be issued to COTA by May 2001.

The three-member General Education Implementation Committee will help COTA monitor activities related to the state guidelines for general education transfer. Fred Janzow, Southeast Missouri State University; John Flanders, Central Methodist College and Judith Wangelin Scott, Three Rivers Community College, will serve on the committee. Their first project is to develop principles of good practice for the delivery and transfer of general education credit. 🍎

## EWING, from page 1

businesses and the Nevada community.

Another of Ewing's areas of concern was affordability. In 1998, the board convened the Missouri Commission on the Affordability of Higher Education, which made recommendations on cost containment strategies, state budget policies, pricing, financial access and consumer information.

In addition, student financial assistance programs and services expanded while Ewing served on the Coordinating Board. Several new programs were created by the Missouri General Assembly, and all student financial assistance programs were integrated under MOSTARS.

Last fall, Missouri received a Gaining Early Awareness and Readiness for Undergraduate Programs state grant from the U.S. Department of Education to foster early college preparation and awareness of educational opportunities and financial assistance among low-income and underrepresented students.

In addition to Ewing's public service on the Coordinating Board, he served three terms in the Missouri House of Representatives, and Gov. Warren Hearnes appointed him to the Land Reclamation Commission. He also served on the Nevada City Council

for six years and as mayor for two terms.

Ewing was a partner at Ewing and Hoberock since 1956. He served as general counsel to Farm and Home Savings Association for 24 years and was a board member for 15 years and president for two years. He was a life member of the American Bar Association and a member of the Missouri Bar Association and Vernon

County Bar Association. Ewing was admitted to practice before the United States Supreme Court in 1961.

Ewing's other memberships included the Missouri Law School Foundation board of directors and the University of Missouri-Columbia Jefferson

Club. He was a charter member of the University of Missouri-Columbia Law Society and the Mosaic Society, and he received a Faculty Alumni Award from the University of Missouri.

Ewing attended Princeton University and received a bachelor of arts degree in 1952 and a juris doctorate in 1954 from the University of Missouri-Columbia.

He is survived by his wife, Peggy; two daughters, Margrace Buckler and Melissa Arnold; a son, Lynn Ewing, III; a brother, Blair Ewing and four grandchildren. 🍎

**Memorials are suggested to  
All Saints' Episcopal Church,  
the Deepwood Cemetery Association  
or the American Cancer Society  
in care of Evergreen Memorial Chapel,  
P.O. Box 894, Nevada, MO 64772.**

# CBHE *Calendar*

## **CBHE and Presidential Advisory Committee Meetings**

April 12, 2001  
Logan University/Missouri  
Higher Education Loan  
Authority, Chesterfield

## **CBHE and Presidential Advisory Committee Meetings**

June 7, 2001  
Crowder College, Neosho

## **CBHE and Presidential Advisory Committee Meetings**

October 11, 2001  
Linn State Technical College, Linn

## **Governor's Conference and CBHE Meeting**

December 6, 2001  
Kansas City

## **CBHE and Presidential Advisory Committee Meetings and Transfer and Articulation Conference**

February 7, 2002  
Location to be determined

## **CBHE and Presidential Advisory Committee Meetings**

April 11, 2002  
Columbia College,  
Columbia

## **CBHE and Presidential Advisory Committee Meetings**

June 6, 2002  
East Central College,  
Union

## **CBHE and Presidential Advisory Committee Meetings**

October 10, 2002  
Harris-Stowe State College,  
St. Louis

## **Governor's Conference and CBHE Meeting**

December 5, 2002  
Springfield

# CBHE *News*

Missouri Department of Higher Education  
3515 Amazonas Drive  
Jefferson City, MO 65109

**FIRST CLASS**

**CBHE News** is published by the Missouri Department of Higher Education to inform Missouri's higher education community of Coordinating Board for Higher Education actions and higher education events. Copies are distributed to CBHE members, institutional governing boards and presidents, higher education associations, the Missouri General Assembly, Gov. Bob Holden and other interested Missouri citizens.

### **Editorial Staff:**

Amy Fennewald, Janet First  
and Cheryl Schroeder